

**CONFIDENTIAL** May 1950

MEMORANDUM FOR: COS/OPC

SUBJECT: Procedure for Handling OPC Students in Training

1. In accordance with your verbal request to provide you with a guide for the handling of OPC students in training, the following is provided according to types of training. It should be understood that this supplements the information and procedures outlined in the Training Liaison Officer's Guide, a copy of which was sent to each interested branch and division of OPC.

a. Staff Training

(1) Enrollment. If it is desired that the real name of the student not be known within the organization, a pseudonym should be assigned. This name should appear on the training request form. The real name of the student should be enclosed in a sealed envelope, to be opened only by the Records and Scheduling Officer, TND. It is important that TSO know both names of the students, because in the past the Personnel Office, the foreign branches, and others have frequently used the real names of students in telephone messages when they should have used pseudonyms.

(2) Briefing. The Training Liaison Officer should brief the student thoroughly before he enters training. He should not go into detail on OPC functions, but he should brief the student on the importance of training, the importance of doing a good job in the various courses, the use of his pseudonym and his cover story. The TLO should be a mature branch member who is familiar with TND programs and should be appointed on a permanent basis.

(3) Contacts. Past experience has shown that the student's class work is unfavorably affected when he has no contact with his branch. TND recommends that the Training Liaison Officer meet with his students at least once or twice during each course in order to aid the student's morale by giving him a feeling of "belonging" to an operating branch. This is also a good time to take care of all administrative details such as time and attendance, signing vouchers, and payments.

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All contacts with the student should be arranged through the Records and Scheduling Officer. This office should also be used as a control center for all messages. RSO will make certain that messages are delivered to the student under the name which he is using in training. The branches must understand that the students are kept under pressure with class work and that very often the students are not able to return calls until several hours later. It is suggested that a similar control center for messages be established in OPC.

(4) Evaluations and the functions of the Training Liaison Officer. In order to receive greatest benefit for guidance and placement of their respective employees, Training Liaison Officers are encouraged to contact chief instructors of the courses about the third day after completion of the course in order to be informed about the individual's training performance and indication of any outstanding weaknesses. The chief instructor will tell the TLO whether or not the student is recommended to take the next course. During a course, also, TLO's should try to keep in touch with the chief instructor students. TRD will attempt to keep TLO's informed of any critical developments or major shortcomings in the performance of students.

Evaluation reports concerning the training performance of the student will, as a rule, reach the Division ten days after completion of the course. Division chiefs are requested to forward the evaluation report to the branch or desk chief concerned as quickly as possible for their information and guidance in placing the employee.

If a desk officer has any doubts about the assignment or qualifications of the student, TRD should be informed about that as early as possible, preferably before the student enters the Advanced Operations Course in which Top Secret material is discussed. In the past, students who have been exposed to Top Secret material in the AOC later left the organization and time became serious security risks.

If there is any doubt about the student's permanent usefulness or development possibilities, TRD may recommend psychological assessment. This should be scheduled by the student's branch before his enrollment in the AOC.

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c. Area Training

(1) Recruitment and Initial Processing. The recruitment, administrative handling and initial security indoctrination of candidates for training in the Area Training Branch should be undertaken by the sponsoring branch of each student concerned. The sponsoring branch should provide each potential student with cover which will be appropriate not only during the period of training but also after its completion. ATB will coordinate with the sponsoring branches in this phase of student handling and assist as far as practicable. It must be borne in mind, however, that ATB is neither equipped nor qualified to be solely responsible for the performance of these functions.

(2) Enrollment. Either concurrent with or after the processing mentioned above, the respective sponsoring branches should submit training request forms to the RSO of TEB. Only the pseudonym of the student should appear on the training request form. Real names of the students should be submitted to RSO, TEB by secure means. In each instance the Case Officer, the TEO concerned, or a representative of the sponsoring branch should arrange to meet with a representative of ATB to discuss student cover while in training.

(3) Briefing. Briefing of students is the responsibility of the sponsoring branch. It should be a continuous process begun with the first contact with the student during recruitment and carried faithfully through to its completion. This briefing should be complete before entry of the student into training.

(4) Contacts. Any contacts desired between sponsoring branches and the student during the training period can be arranged by the branch concerned by requesting such a contact through Chief, ATB, or his representative. Covert status of students must be kept in mind in effecting such contacts.

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